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4 OCT 1963

MEMORANDUM FOR: Acting Comptroller

SUBJECT : Printing Support

- REFERENCE : (1) Memorandum for: The Comptroller, From: Deputy Director (Support); Subject: Printing Support; dated 13 June 1963.
- (2) Memorandum for: Deputy Director (Support); From: Director of Logistics; Subject: Printing Support to DD/P; dated 6 June 1963.
- (3) Memorandum for: Deputy Director (Support); From: Assistant Deputy Director (Plans); Subject: Printing Services Division; dated 29 May 1963.
- (4) Memorandum for: Deputy Director (Intelligence); Subject: Review of Production Support Effort; dated 9 May 1963.

1. The Reference memoranda provide strong justification for an increase in the authorized strength of the Printing Services Division if its capability to respond to all printing requests imposed by the various offices of the Agency is to be sustained. A detailed review, by the Office of the Comptroller, of the proposed increase of [redacted] positions substantiates the information submitted by the Director of Logistics (Ref. 2) and leaves little doubt that both the current and anticipated workload levied on the Printing Services Division are beyond its present capability to carry out in a manner acceptable to their requestors.

2. Meetings were held with representatives of the DD/P (Mr. [redacted])

and
This

review revealed no alternative to the proposed augmentation of the authorized strength of the Printing Services Division unless steps are taken immediately to reduce and simplify its over-all workload.

3. Over the past few years, requirements for printing service in the Agency have shown a continuous increase (Ref. 2). Compounding the problem has been the understandable tendency on the part of requestors to "beautify" their products through a substantial rise

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in the requests for inclusion of graphics, decorative covers, esthetic color combinations, etc., which, although they may enhance "saleability" of the product, probably do little to improve the quality or utility of the document. Similarly, the problem of relative priorities and the absence of any central authority within the individual Directorates to resolve and adjudicate problems faced by PSD when several "high priority" printing requirements arrive simultaneously at the printing plant, pose additional burdens on the printing plant which can only be resolved through an increase in authorized strength.

4. PSD is continuously experimenting with new developments in machinery, techniques and printing methods. The significant increases (Ref. 2) in productivity which have occurred over the past two or three years without any increase in personnel has been due largely to the development and adaptation of new equipment and processes wherever possible. However, at the moment, any substantial additional gain through further application of these devices appears unlikely unless some new technological development in the printing field occurs.

5. At the moment the situation is aggravated by the maturing of a high priority project within the DD/P which requires rapid translation, printing and dissemination if maximum intelligence value is to be derived. Although the principal consumer of this information is the Department of Defense, and there may be some question of the degree to which CIA should fund the support required, the DD/P feels it is the Agency's responsibility to provide the information in the most useful form possible. This means it must be translated and printed expeditiously. This has created a situation in Printing Services Division which demands early resolution.

6. Notwithstanding the immediate situations created by this particular project, there is no indication that the upward trend in the over-all printing requirements of this Agency will change in the foreseeable future unless effective action is taken by the Agency to review the actual necessity for the tremendous printing volume currently absorbed by the Printing Services Division. This upward trend represents probably a normal and justifiable increase in the printing requirements resulting from the growth of CIA and the many pressures to increase intelligence collection and production during the past five or six years. Unfortunately, these pressures concentrate and converge upon Printing Services Division which, although a "support" element, actually fulfills the final CIA responsibility in the intelligence collection, analysis, and production process through the physical printing of the intelligence documents themselves. In the absence of a review mechanism to eliminate low priority printing jobs and unnecessary "frills", there is no

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alternative to increasing the size of the Printing facility since a support element of this type is not in position to judge the relative need for its printing services and to arbitrarily accept one job or reject another.

7. The following recommendations are made:

(a) The authorized strength of Printing Services Division should be increased by positions.

(b) Since there is no possibility of further increases in Agency ceiling in FY 1964, the increase should be prorated among the Directorates in direct proportion to the workload burdens creating the need for increase as set forth in Ref. 2.

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(c) In order to reduce the need for future increases, a permanent committee consisting of one senior officer from each of the three Directorates should be appointed and given authority and responsibility to (1) review the printing burdens assigned to PSD, (2) eliminate low-priority and "luxury" printing items and techniques and (3) to recommend action which might be taken to establish and control printing priorities and deadlines which under current practices are established solely by the requestor.

8. It may be useful to request an FPBC review of these recommendations prior to their submission to the Executive Director.

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Manpower Control Officer

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